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CITY COUNCIL'S FINANCIAL PLAN FOR SAN LEANDRO'S FUTURE

Based on Community Input

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January 15, 1992

To the residents, property owners, employees and businesses of San Leandro:

The City of San Leandro, like most cities throughout the state, is facing the largest financial dilemma of its recent history. Projections indicate a General Fund deficit of more than \$2.1 million in the coming fiscal year, and even worse deficits in the following years.

Since the 1986-87 fiscal year, the City Council has dealt with increasingly difficult financial problems. The Council has held down costs where possible, raised some revenues, created a Finance Committee, and adopted Financial Strategies to address these financial difficulties.

San Leandro's financial condition is worsening because of a fundamental drop in the growth of revenues that will not recover when the recession is over. Because of these serious problems, the City Council took dramatic steps to balance the 1990-91 and 1991-92 fiscal year budgets. Significant changes were made through the Re-Focus Plan — the City reduced its operating budget by more than \$2 million per year and eliminated 5% of its employees.

The upcoming financial problems require even more decisive action — and there are no easy answers.

The City is in the difficult position of being forced to cut even more services to the community, or increase revenues to support those services. It is no longer possible to simply tighten our belts and still maintain the City's basic services. The answer to the City's financial dilemma lies in an approach which requires everyone — the City's businesses, industries, residents, and employees — to contribute to the solution. Simply adding tax increases to balance the budget isn't the answer; neither is continuing to cut services without considering the long range negative impacts on the community.

Additionally, there are a number of important new programs, such as disaster preparedness and specific capital projects, that are essential to the community's future but cannot be accomplished with the City's current limited resources.

During the Summer and Fall of 1991, the City Manager worked closely with all City department heads to develop a financial plan that would eliminate the projected deficit, balance the budget, and provide funding for some essential new programs.

On October 24, 1991, the City Manager submitted his recommended financial plan to the City Council for their consideration. That original plan included a one year employee wage freeze; a 3% cut in City services over five years; reductions in equipment expenditures; and the creation of a number of new City-wide programs. The net cost of these proposals required the establishment of two City-wide assessment districts to balance the budget and pay for the new programs. The City Council was also presented with the option to create a third limited assessment district to finance landscaping and lighting improvements along the East 14th Street corridor. The proposed assessment per property unit was \$10.26 per month.

In November 1991, a Community Survey was mailed to every household and business in San Leandro asking for input regarding the community's priorities for City programs and potential solutions to the City's financial dilemma. More than 4,200 people responded, and more than 70% of those who responded showed willingness to preserve City services through City-wide assessments. More than 50% said they "would support" or "maybe support" assessments of \$4 to \$6 per month. The survey also gathered valuable input regarding the community's priorities for 27 specific areas of city services. (See Appendix D of this report for more details.)

Based on this information, as well as the input the City Council received at two well-attended Public Workshops, the City Manager revised his recommended plan to reflect the wishes of the public. The City Manager's Revised Financial Plan Based on Community Input eliminated several of the originally proposed new programs, and limited the proposed City-wide total assessment to \$5.97 per month per property unit.

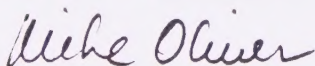
In late December 1991, the City Council's Finance Committee conducted exhaustive meetings with each City department head to review and analyze City expenditures on a department-by-department basis. The result was that the City Council identified even more ways for the City to tighten its belt, and responded with a Financial Plan that is more conservative than the City Manager's Revised Plan. The City Council's proposal sets a total assessment rate of \$4.98 per month per property unit.

Details of the City Council's Financial Plan for San Leandro's Future are presented in this report.

The Plan is a multi-year program that will make cuts to some existing programs, and add some needed new programs. It calls for prudent and constrained revenue increases coupled with serious controls on costs of services. It includes two City-wide assessment districts — one to balance the General Fund, and one to finance important new Emergency Preparedness programs.

This is the best approach in our tough situation. The Financial Plan, when implemented, will assure continuation of critical services such as Police and Fire, as well as services like Library, Recreation and Public Works that make the City a wonderful place to live and do business. Without this plan, the community would suffer greatly in future years.

Respectfully submitted,

A handwritten signature in cursive script that reads "Mike Oliver".

Mike Oliver
Acting City Manager

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PART I

UPDATE ON SAN LEANDRO'S FINANCIAL CONDITION

Fiscal projections for the City of San Leandro are bleak. The City's historically strong financial position has steadily eroded over the past several years. Expenditures have grown at a rate of 6% per year, while revenues are growing at a rate below 4% per year.

If current trends continue, annual deficits are estimated to be:

1992-93 Fiscal Year	\$2,179,000
1993-94 Fiscal Year	\$3,274,000
1994-95 Fiscal Year	\$4,611,000

The growing deficit is the result of several factors. The three largest factors come from outside the City's control:

- further reductions in state and federal aid to all cities
- the lack of growth in property tax revenues due to fixed assessed values and low levels of property resale
- the nationwide economic recession, including a flattening of sales tax revenues.*

In areas that the City does have some control, the City's responses to its financial problems have been decisive and far-reaching. In the last two budget years, through the Re-Focus Plan, the City has:

- significantly reduced the ongoing operating budget by \$2.1 million
- eliminated 5% of the City's personnel (29 full-time and 14 part-time positions)
- attempted to maintain as close to the current level of all existing City services as possible.

It is clear, however, that even more difficult (and potentially unpopular) fiscal policy decisions must be made to cope with the imminent deficit.

At the same time, the community is in need of some essential new programs which will raise expenditures even more. These new programs are needed to prepare the City to effectively cope with physical disasters such as earthquakes and toxic spills. Through the recent community survey and community input workshops, the community has voiced a desire for programs that will: allow San Leandro to remain safe; help to maintain property values throughout the City; and attract new businesses, jobs, and new sources of revenue.

* The City of San Leandro is not alone in this predicament. A recent survey by the National League of Cities ("City Fiscal Conditions in 1991") shows that over 60 percent of all cities — nationwide — reported that 1991 General Fund expenditures are expected to exceed revenues.

ABOUT THE CITY'S GENERAL FUND

The General Fund pays for most major operations of the city government. The General Fund finances those operations of the City that do not have special or dedicated revenue sources. General Fund services include Police, Fire, Community Development, Library, Recreation and Parks, Administration, Public Works Services and others.

In San Leandro, the General Fund pays for approximately 70% of the total city budget. Separate Enterprise Funds, such as the marina, water pollution control plant, garbage services and golf course generate their own sources of revenue, and are not included in the General Fund.

The General Fund gets its money from property taxes, utility tax, sales tax, fees and license revenues, and county, state and federal governmental agencies.

San Leandro's General Fund revenues are expected to average \$578 per capita in 1992, an increase of one percent from the previous year. But the inflation rate for 1992 is expected to be 4.3 percent, so this represents a constant dollar decline.

Why is the City's General Fund revenue declining? Three reasons:

- The City's property tax rate base is the lowest in Alameda County, and it is not adequate to pay for basic city services. (Ironically, this is due to the City government's history of thrift. The City was essentially penalized for its thrift when its low property tax rate was frozen by state mandate in 1978.)
- Sales tax revenue (the largest single source of revenue for the General Fund) is flattening.
- State, county and federal money has dried up.

In San Leandro, property tax accounts for less than 17% of the City's General Fund. Across the nation, however, property tax accounts for approximately 40 percent of General Fund revenues for medium and small cities. The average household property tax in San Leandro pays for less than 17% of the total cost of the city services received by that household. The remaining costs are paid by taxes and service fees collected from residents, businesses, visitors to the city and other governmental agencies. Sales tax pays for more than twice as much of the City's operations as does property tax.

Over time, the City has become increasingly dependent on these "outside" revenue sources. Unfortunately, these revenues have been stagnating or declining in recent years. Because of the financing crises at the federal and state levels, and the lack of growth in local sales tax, the City is faced with difficult choices.

OTHER CITY FUNDS

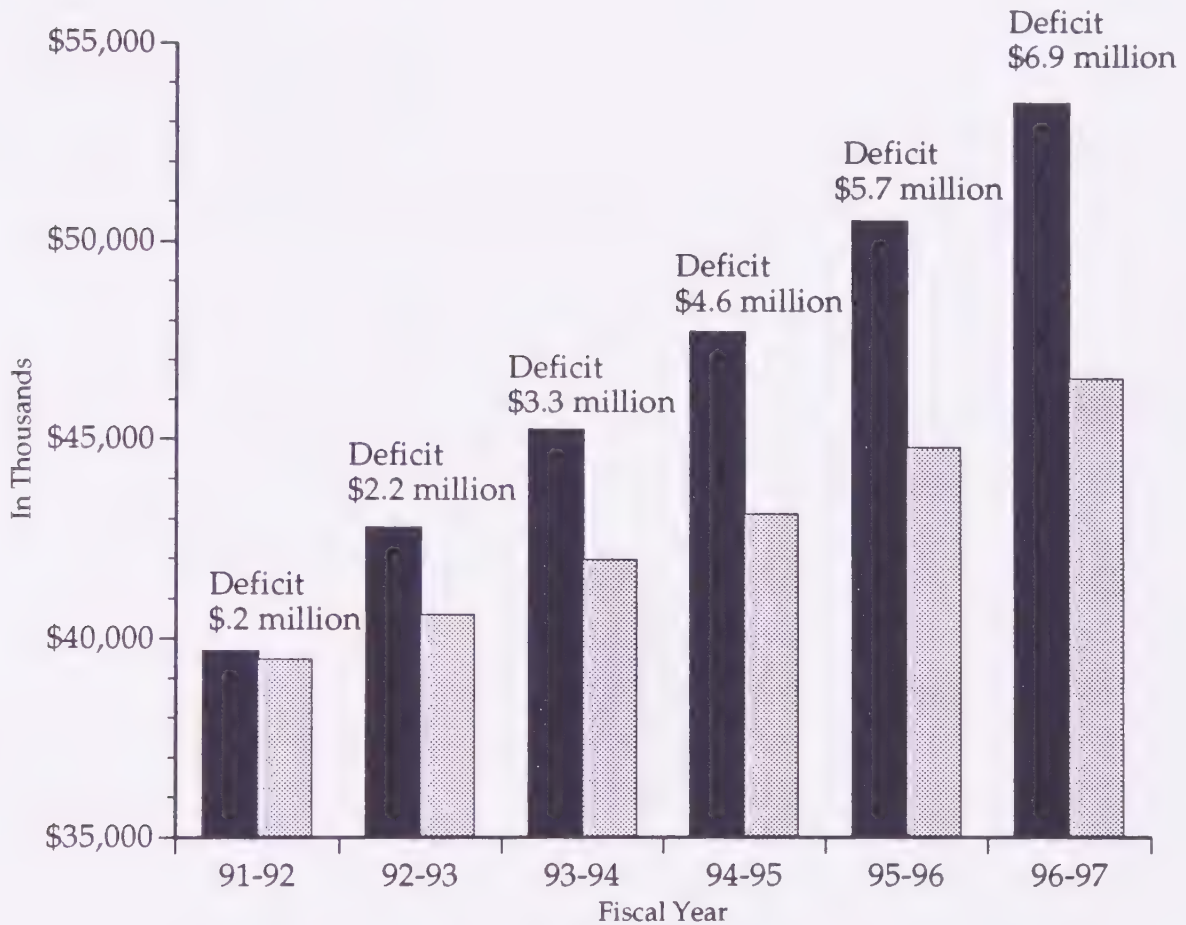
The City presently has \$34 million in cash and investments. This total is distributed to all City Funds as follows: General Fund \$5.5 million; Capital Improvement Fund \$3.7 million; Enterprise Funds \$5.9 million; Internal Service Funds \$9.0 million; Parking Authority and Redevelopment Agency \$1.4 million; Capital Projects and Operating Programs In Progress \$8.5 million.

The funds held by the Enterprise, Internal Service, Parking Authority and Redevelopment Agency are not available to reduce or eliminate the General Fund deficit. The use of these funds is restricted by law and/or source of revenue for establishment of committed reserves for future obligations. Capital Projects and Operating Programs represent unexpended funds for current obligations.

In the past, reserves have been established to meet future obligations and to provide contingency financing for unforeseen events. For example, during the 1990-91 fiscal year it was necessary to use \$1 million from the Reserve for Economic Uncertainties due to declining sales and property tax revenues.

General Fund reserves are not sufficient to meet the City's long-term requirements. Current General Fund reserves of \$5.5 million include \$1 million for Major Emergencies, \$1 million for Economic Uncertainties, \$1 million as an uncommitted fund balance, \$.6 million for Civic Center debt, and \$1.9 million for repayment of debt on the downtown parking lot. In order to provide for a positive financial future, these reserves must be maintained.

The General Fund is Facing a Growing Deficit



San Leandro's General Fund revenues are not keeping pace with expenditures.

By law, the City must balance its budget every year.

Action must be taken — soon — to close the gap.

■ Projected Expenditures

▨ Projected Revenues

Federal, State and Property Tax Revenues are Decreasing

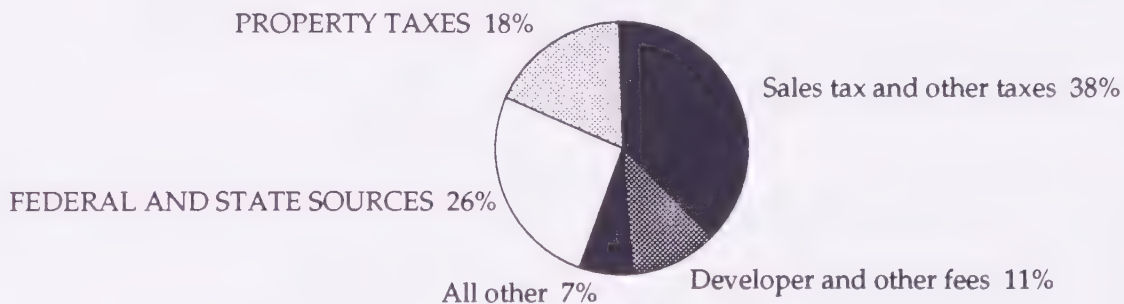
12 years ago, Federal and State Assistance and Property Taxes made up 44% of San Leandro's total City revenues.

Today they account for less than 25%.

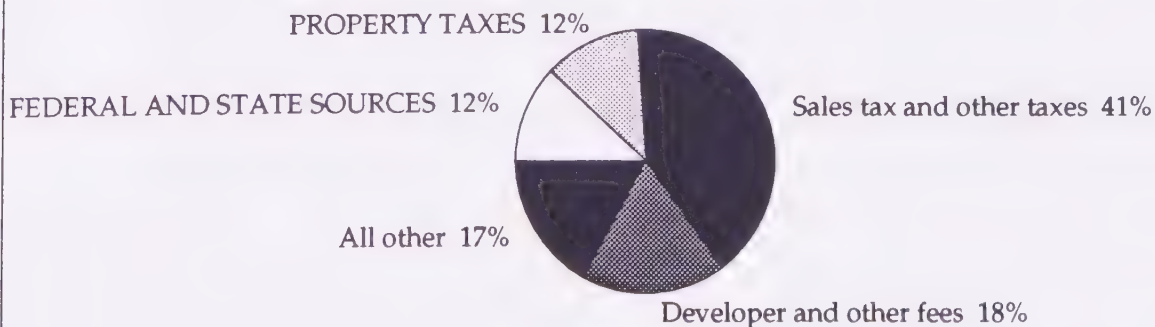
In the past, a high growth rate of sales tax has been able to offset the decline in other revenues. But sales tax growth is flattening.

The City must find other sources of revenue to offset these losses.

Total City Revenues in 1978-79

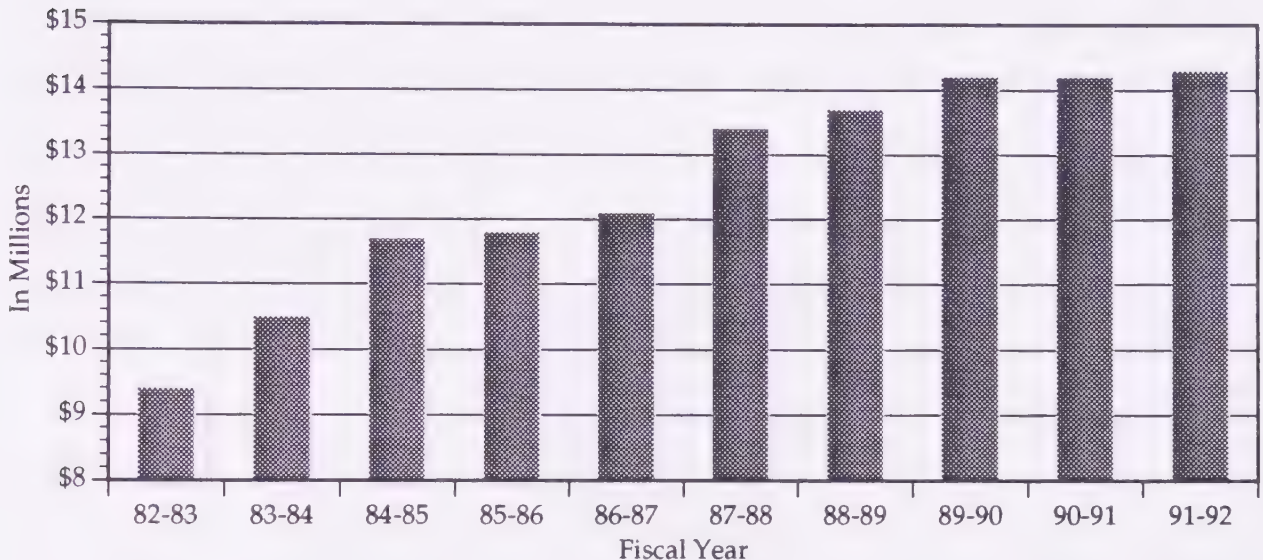


Total City Revenues in 1991-92



Sales Tax Growth is Flat

Sales tax can no longer be counted on to fill the growing revenue/expenditure gap, as it has in prior years.



Sales Tax is San Leandro's largest single source of funds, representing 37% of General Fund revenue.

While sales tax revenues are increasing in the county and throughout the state, sales tax growth has flattened in San Leandro, and the City is losing sales tax revenue to other jurisdictions.

The City has taken aggressive action to encourage sales tax growth, including support for Marina Square Shopping Center, Westgate, and a significant expansion to the Bayfair Mall.

Sales tax is not limited to consumer-driven retail sales, however. The City has recently lost major contributors to our overall sales tax revenues, with the loss of major equipment manufacturers and those business segments that provide taxable services to the building and construction industries.

Growth in sales tax has been constrained by:

- Recession
- Competition from neighboring jurisdictions
- Business relocations

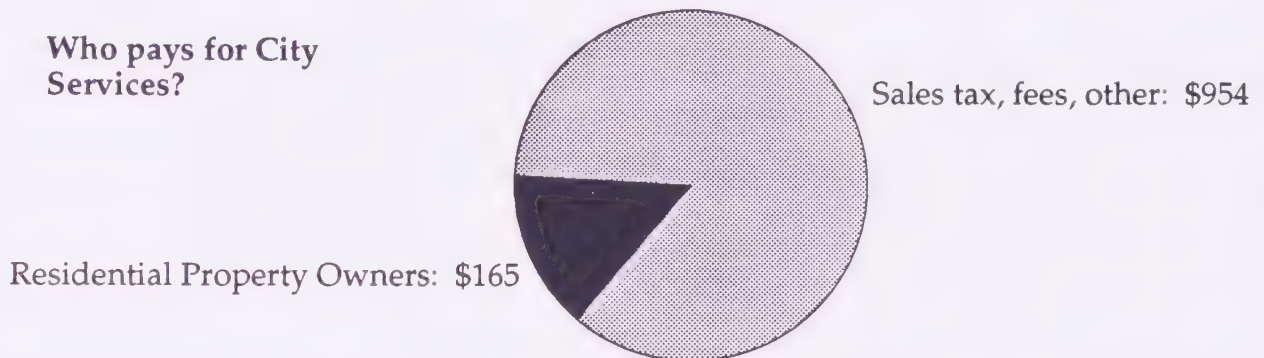
Property & Utility Taxes Pay for Only a Small Part of All City Services

San Leandro prides itself on being a full service City. The total annual cost to the City for those services is approximately **\$1,119** per property parcel. The average household contributes **\$165** per year through property tax and utility taxes to pay for those services.

In the past, the difference was made up by contributions from state and federal financing and sales tax revenues. But those sources are drying up.

The City must find new sources of revenue to pay for its services — or continue to significantly cut back on the services.

Who pays for City Services?



Where does the money go?

<u>City Service</u>	<u>1991/92 Cost per Household</u>
Police	\$309.38
Fire	232.17
General Services	185.12
Public Works Services	72.67
Planning & Building	63.50
Library	54.44
Engineering & Transportation	52.14
Recreation	41.48
Finance	32.80
Capital Improvements	27.14
Community Benefit	26.09
Redevelopment	12.86
Development	4.85
Other	<u>4.57</u>

Average Cost to City per Household \$1,119.21

Average tax per Household 165.00

Difference \$954.21

APPROACHES TO THE CITY'S FISCAL CHALLENGES

In the most simple terms, there are three approaches available for San Leandro to cope with its financial situation:

1. Attempt to “make do” with the existing sources of revenue, which will continue to shrink in relation to the costs of expenditures.

This approach will, in effect, reduce the level of city services significantly year-by-year. The City has already reduced existing services by more than 5%. Working within the limitations of projected revenues and expenditures will force the City to further:

- reduce the level of its Police force
- reduce or eliminate City-operated Fire protection and Emergency Medical services
- reduce or eliminate maintenance of City parks, pools and playing fields
- reduce or eliminate street lighting
- reduce or eliminate street sweeping, leaf removal, and general maintenance
- reduce or eliminate library services
- reduce or eliminate community standards and neighborhood preservation activities
- reduce or eliminate city services and city staff

Such a course of action will have a very unfavorable effect on the quality of life in San Leandro. The further elimination or reduction of city services will have a direct, negative impact on property values throughout the City, and on the City's ability to attract and retain vital sources of revenue from the business community. (See Appendix B of this report to review the potential impacts of further 10% service reductions.)

2. Find new sources of revenue to maintain existing city services and/or to fund other needed services.

This approach seeks a long-term solution to the City's fiscal needs. While it may be especially difficult to face increases in taxes or fees, it may be the only way San Leandro will be able to reverse its negative trend and start to attract other badly needed sources of revenue. Maintaining the City's infrastructure will help the City attract increased sales tax revenues, increased business license and development fees, and increased property transfer taxes. The City can only increase those other revenues by creating a more vital and desirable business location and real estate market in the City.

3. A combination of the above.

This approach also seeks a long-term solution to the City's fiscal needs. It involves further reduction of those operating expenditures having the least adverse impact on service levels, and finding new sources of revenue to maintain existing city services and/or to fund other needed services.

GOALS AND PRINCIPLES OF A FINANCIAL PLAN FOR SAN LEANDRO'S FUTURE

A complete assessment of the City's long-term financial outlook dictates a strategic and decisive response. These goals serve to frame the development of a long-term financial program for the City while providing for the ongoing integrity and maintenance of essential City services.

1. To implement an approach to stabilize the City's long-term financial problems

The current economic problem is not just the result of the recession. Realistic projections forecast financial difficulties that will remain even after the recession is over. It is important to implement a multi-year plan to guard against continuing economic deterioration.

2. To minimize service reductions to the public

Even though further expenditure reductions are necessary over the next five years, it is important that wherever possible these reductions have a minimal effect on the public in terms of service levels and achieve the goal of improving the long-term financial picture. If this proposed Plan (or an equivalent plan) is not implemented, a 10% reduction in operating services will be required to avoid a deficit situation over the next two years. Such reductions, if made, will result in very severe curtailments of service, impacting every resident and property owner in the community. (See Appendix B, Potential Impacts of a 10% Reduction.)

3. To minimize any new costs to the community

As part of a comprehensive approach to maintain a balanced General Fund budget and maintain basic city services, potentially unpopular options need to be explored, such as increased taxes. If such increases are necessary, they must be made with the sensitivity and knowledge that everyone is feeling the burden of the recession. Additional costs should be kept at a minimum.

4. To preserve the City's sizeable investment in public facilities

The essential qualities of a city are often defined by its public facilities, such as streets, buildings, parks, etc. Any responsible approach dealing with the City's financial situation must include the preservation of an effective Capital Improvement Program to maintain, replace and build new public facilities, and counter the physical deterioration of the City.

5. To increase reserves that will successfully address financial uncertainties

It is important that the City's finances allow for the development of a realistic Reserve for Economic Uncertainties which can be utilized in times of critical financial downturns.

6. To provide an approach for preserving essential existing services and to deliver other services which are deemed essential

The City's primary revenue sources (sales tax and property tax) have failed to grow at the same rate as City expenditures. A successful long-term financial plan must maintain essential existing services as well as provide for those new services required to assure the quality of life and preserve property values in the community.

PART II

CITY COUNCIL'S FINANCIAL PLAN FOR SAN LEANDRO'S FUTURE

OVERVIEW —

CITY COUNCIL'S FINANCIAL PLAN FOR SAN LEANDRO'S FUTURE

The City Council spent a great deal of time developing the best possible program for responding to San Leandro's financial future. The Plan includes:

1. Specific financial actions which will Balance the General Fund:

Expenditure Reductions

- A one time, one year employee wage freeze
- Reductions or elimination of specific services to reduce the on-going operating budget by more than 3% over a five-year period (ie. \$490,787 in 1992-93, increasing to a total of \$1.6 million in 1996-97)
- A reduction in annual depreciation and purchase commitments for information management, data processing equipment, and vehicle fleet

Meeting Additional City Needs

- Restoration of the City's Capital Improvement Program funding commitment
- Establishing a \$2 million Reserve for Economic Uncertainties

New Revenues

- Creation of a City-wide Assessment District to finance and maintain some programs that are currently funded by the General Fund.

2. Financing new City-wide Disaster Preparedness Programs through a City-wide Disaster Preparedness Assessment District

- A City-wide Disaster Preparedness Assessment District can provide programs and facilities that will establish responsible city-wide disaster preparedness for the benefit of all citizens.

3. Financing new Industrial-Commercial Preservation and Sign Code Enforcement Programs through increases in the City's Business License fees

- These programs will improve the community's business environment by enforcing ordinances critical to improving and maintaining the appearance and property values of commercial and industrial properties in the City.

The Plan balances further reductions in City operating expenses with moderate assessment increases, as requested by the majority of respondents to the Community Survey and the Public Input Workshops. This is a responsible method for avoiding severe service cuts to the community while providing an adequate Reserve for Economic Uncertainty to respond to future financial uncertainties.

The Plan also directs the City staff to report on a significant number of additional ways to increase revenues and reduce costs (see Appendix C). The analysis of these suggestions will be completed as part of the 1992/93 budget preparation process.

More details are on the following pages.

ACTIONS FOR BALANCING THE GENERAL FUND

The following decisive actions will provide a basis for financial stability over the next five years and allow the City to continue to provide essential services to the community. These actions balance the City's General Fund budget, which is required by law, and help to assure the community's ongoing prosperity.

EXPENDITURE REDUCTIONS

1. Invoke a one-time, one-year employee wage freeze in FY 1993-94

With the adoption of the recommended Financial Plan for San Leandro's Future, the City Council will make the policy decision to commit to a salary freeze in FY 93-94 for all City employees. Holding the City's personnel expenditures to the prior year's level will reduce the City's base-line expenditures by \$1.6 million.

2. Effectively identify reductions or elimination of specific services to reduce the on-going operating budget by more than 3% over a five-year period

The specific recommendation to achieve this objective is to reduce the FY 1992-93 operating budget by more than 1% and then continue the reductions on an annual basis by 1/2% in FY 1993-94 through FY 1996-97. (See Appendix A of this report). This will reduce the City's ongoing annual operating expenses by approximately \$1.6 million.

3. Reduce annual depreciation and new purchase commitments for information management, new data processing equipment and vehicle fleet

Currently, \$550,000 is set aside annually in a depreciation account to provide for the replacement of vehicles and information management related equipment. The recommendation is to reduce this amount by \$250,000 per year.

NEW REVENUES

4. Create an Essential City Services Assessment District

Through the creation of such a district, the City will be able to fund eligible programs currently financed by the General Fund. The costs of the District are spread to all those in the community who benefit from the District's activities. A charge per property unit will be applied City-wide. All residential, commercial and industrial property units in the City will be assessed a pro-rated amount of the costs. The FY 1992-93 assessment will be in the amount of \$1.6 million, which will cost the average residential or commercial property unit \$3.87 per month.

MEETING ADDITIONAL CITY NEEDS

5. Restore the City's Capital Improvement Program funding commitment

This fund pays for construction and renovation of facilities for the public such as parks, landscaped medians, buildings and trees. Funding for the Capital Improvement Program has been reduced from its historic high of \$4.4 million per year to \$1.5 million per year, and in

1991-92 was further reduced, by deferring projects, to \$600,000 per year. Beginning in FY 1993-94, it is recommended that the annual appropriation for the Capital Improvement Program be restored to a minimum level of \$2 million.

6. Increase the City's Reserve for Economic Uncertainties to \$2 million.

The City Council has expressed the desire to increase the reserve allocation for economic uncertainties to avoid severe program cuts in times of unexpected economic downturn. This approach allows for a year-by-year set aside for economic uncertainty — building this fund to \$2 million over four years.

SUMMARY OF ACTIONS TO BALANCE THE GENERAL FUND

These actions will retain the integrity of the General Fund through the use of a one-time salary freeze, service reductions, a reduction in the annual set aside to fund the depreciation of equipment, and the adoption of a new revenue stream in the form of a City-wide assessment district. The rate of the annual assessment will cost the average residential or commercial property unit \$3.87 per month in FY 1991-92.

	FY 91-92	FY 92-93	FY 93-94	FY 94-95	FY 95-96	FY 96-97
Maintaining Essential Services with a Balanced General Fund						
Wage Freeze	0	0	1,600,000	1,696,000	1,797,760	1,905,626
Reduced Annual Depreciation	0	250,000	265,000	280,900	297,754	315,619
Service Reductions/Eliminations	0	490,787	732,234	1,000,168	1,296,178	1,621,949
Assessment District	0	1,626,213	1,723,786	2,317,213	2,946,246	3,613,020
Capital Improvement Program Restoration	0	0	(500,000)	(500,000)	(500,000)	(500,000)
Economic Uncertainty Reserve	0	(150,000)	(525,000)	(175,000)	(150,000)	0
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL GENERAL FUND RELIEF	0	2,217,000	3,296,020	4,619,281	5,687,938	6,956,214
Assessment Unit/Month	0.00	3.87	4.10	5.52	7.01	8.60
FUND BALANCE	971,480	1,009,539	1,031,315	1,029,339	977,614	974,985
ECONOMIC UNCERTAINTY RESERVE	1,000,000	1,150,000	1,675,000	1,850,000	2,000,000	2,000,000

WHY USE AN ASSESSMENT DISTRICT TO GENERATE NEW REVENUES?

An Assessment District imposes an assessment on all real property that benefits from the installation and maintenance of public improvements, such as landscaping, lighting and related services.

By State law, Assessment Districts can be created to fund some existing programs and services that are currently being funded by the General Fund. Such action will relieve the General Fund deficit without eliminating existing services.

Assessment Districts can also provide additional sources of revenue to finance certain new services that are deemed necessary and appropriate to the preservation and well-being of the community.

How the amount of assessment is determined

Assessments are made against all real property benefitting from the services. An assessment would appear on the annual property tax bill and be collected by the County. Such assessments can be made City-wide and/or for specific neighborhoods or commercial areas.

City-wide, there are approximately 35,000 property units in San Leandro (27,000 residential units and 8,000 commercial units). For the purpose of this report, the estimated assessment to each unit has been calculated as being the same (yearly cost divided by 35,000). Before such a district is formally created, however, an assessment engineer will determine precise assessments based on the amount of benefit received by each property unit. Commercial units are usually assessed at a rate that is higher than residential assessments. Assessments to residents will probably be lower than the estimated monthly averages shown in this report.

Potential Revenues from a City-wide Assessment District

A City-wide Essential City Services Assessment District has the potential to raise revenues in excess of \$4 million per year. These revenues can be used to offset programs which are currently being funded by the General Fund or to pay for new programs that are eligible under the Landscaping and Lighting Act of 1972. The following programs and services, which are currently being funded by the General Fund, are eligible to be funded by an Essential City Services Assessment District:

<u>Eligible Existing Services</u>	<u>Annual Expenditures</u>
1. Current Median Maintenance	\$322,200
2. Current Street Light/Traffic Signal Maintenance	1,206,280
3. Current Street Tree Program	478,060
4. Current Sidewalk Repair Program	303,478
5. Current Park Maintenance	1,353,920
6. Current Street Sweeping Program	<u>364,710</u>
Total Potential General Fund Relief	\$4,028,648

To balance the budget, the goal is to create a City-wide Assessment District in the amount of \$1.6 million for FY 1992-93, **which will merely balance the existing budget and continue to fund existing programs**. Cost per property unit will be approximately \$3.87 per month.

Another Assessment District will finance new Disaster Preparedness Programs

To provide the needed revenues to implement several necessary City-wide Disaster Preparedness Programs, another City-wide Assessment District is proposed. This Disaster Preparedness Assessment District will generate approximately \$466,000 in FY 1992-93. Cost per property unit will be approximately \$1.11 per month.

PART III

NEW PROGRAMS THAT WILL BE FUNDED OR OFFSET BY FEE INCREASES OR ASSESSMENT DISTRICTS

DETAILS—

INCREASES IN BUSINESS LICENSE FEES WILL FUND SOME NEW PROGRAMS

The City will raise its Business License fees to provide new services that will improve the community's business environment. These programs include an Industrial-Commercial Preservation and a Sign Code Enforcement program. These will be implemented in a phased manner with an 8% Business License fee increase imposed in fiscal year 1992-93 and another 7% increase in fiscal year 1993-94. Business License fees will remain low relative to surrounding communities because they are based on the number of employees rather than gross revenue figures used by all other cities in Alameda County.

This approach will ensure that those who are receiving the benefit of the new expanded Community Preservation Ordinance (i.e. the commercial and industrial areas of the City) are supporting the major portion of program costs.

1. Community Preservation Ordinance

This program element provides funding for one full time inspector and one half-time typist clerk to implement the new regulations relating to the maintenance of industrial and commercial properties contained in the Community Preservation Ordinance. Enforcement of such an ordinance is critical to improving and maintaining the appearance and property values of our industrial and commercial properties, and cannot be implemented with existing staff.

Total cost per year	\$78,186
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2. Sign Code Enforcement

This program element provides funding for one full time inspector to implement a Sign Code Enforcement Program. The proliferation of illegal and abandoned signs has a negative impact on property values, and detracts from the appearance of the community. This program cannot be implemented with existing staff.

Total cost per year	\$61,591
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DETAILS —
PROPOSED NEW DISASTER PREPAREDNESS PROGRAM S

In addition to preserving the economic stability of the City, it is essential to develop programs and facilities that will provide responsible City-wide disaster preparedness for all citizens.

A City-wide **Disaster Preparedness Assessment District** will fund many necessary, new disaster-related services:

1. Additional Disaster Preparedness Staff Member

Additional staff is required to implement and administer new programs identified by the City's Disaster Preparedness staff as vitally important to the community. New staff will also help to manage the Schools Disaster Planning Forum, community earthquake awareness program, and implementation of a business and industry disaster planning organization. These programs cannot be implemented with existing staff.

Total cost per year	\$60,000
Cost per property unit per month	.14

2. Neighborhood Emergency Preparedness & Training

This program will develop home and family earthquake preparedness and neighborhood emergency response. It will provide residential foundation retrofit information and technical guidance to home-owners for reducing structural and non-structural hazards in the home. The program will also train and organize members of citizen emergency/disaster response teams.

It includes start-up costs for: a survey of foundation types in San Leandro's housing stock, preparation of an informational booklet for every resident, purchase of response team tools (hard hat, goggles, gloves, CPR mouth apparatus, first aid manual), City response team training manual and audiovisual materials.

Total cost per year	\$81,000
Cost per property unit per month	.19

3. Seismic Retrofitting of Essential Civic Buildings

This program provides structural repair of vital City government buildings that are vulnerable to failure in a major earthquake. These repairs will be based on the following chronology:

Phase I

1992-93: Prepare precise design elements for essential buildings including City Hall, South Offices, Public Safety Building and five Fire Stations. Budget estimate is \$1,300,000 financed over 30 years at 7%.

Total cost per year, Phase I	\$104,000
Cost per property unit per month	.25

Phase II

Starting 1993-94 : Retrofit construction for City Hall, South Offices and Public Safety Building. Budget estimate is \$4,300,000 financed over 30 years at 7%.

Total cost per year, Phase II	\$343,000
Cost per property unit per month	.82

Phase III

Starting 1996-97: Retrofit construction for five Fire Stations. Budget estimate is \$3,400,000 financed over 30 years at 7%.

Total cost per year, Phase III	\$270,000
Cost per property unit per month	.64

Phase IV

Starting 1998-99: Retrofit construction for the Library. Budget estimate is \$4,000,000 financed over 30 years at 7%.

Total cost per year, Phase IV	\$319,000
Cost per property unit per month	.76

4. Public Safety 800 MHz Radio System

Will replace the aging, overcrowded public safety radio systems presently used by the City with a modern 800 megahertz radio system that will link the City's public safety departments and general government on a single, expandable radio system. This system will also directly link the City to a complete network of other supporting agencies from the county and surrounding cities. This is especially important for coordinating major disaster response efforts. The system will provide better signal-penetration of buildings, and minimize the problems of over-crowding of frequencies. The City will take part in the 800 MHz system being developed by Alameda County.

Total cost per year	\$120,000
Cost per property unit per month	.29

5. Neighborhood Disaster Supply and Equipment Program

16 disaster supply facilities (9' x 9' x 40' cargo shipping containers supplied with cots, bedding, water, limited food supplies, lighting, sanitation and first aid supplies, etc.) will be set up at public school sites throughout San Leandro to be American Red Cross disaster mass care shelters.

Total cost per year	\$50,000*
Cost per property unit per month	.12

*Cost per year includes annual operating costs and amortization of capital costs over 10 years.

6. Mobile Communications Center

This communications and command vehicle will be a shared resource for the Police, Fire, and Public Works Services Departments and for the City's team of Public Information Officers during events such as disasters (for use as a command post or an alternate EOC), day-to-day emergencies, drunk-driver checkpoints, and outdoor civic events that require a public safety presence.

Total cost per year	\$26,600*
Cost per property unit per month	.06

*Cost per year includes annual operating costs and amortization of capital costs over 15 years.

7. Emergency AM Radio station, Siren Network, and Civil Emergency Ham Radio Equipment:

This project will improve the signal quality of the City's AM radio emergency broadcast station (the City's Travelers Information Station at 1610 AM), replace the now disabled community alerting sirens with a city-wide network of fewer, high-quality modern sirens, and provide needed transmitting and receiving equipment in the Emergency Operations Center for the City's organization of volunteer ham radio operators.

Total cost per year	\$23,500*
Cost per property unit per month	.06

*Cost per year includes annual operating costs and amortization of capital costs over 10 years.

PART IV

APPENDIX A

SUMMARY OF SERVICE REDUCTIONS BASED ON COMMUNITY INPUT

It is proposed as part of the Financial Plan for San Leandro's Future that the City further reduces its operating expenses by more than 3% over the next five years. Savings for the 1992-93 fiscal year would amount to \$490,787, while savings in the 1996-97 fiscal year would exceed \$1.5 million.

Such a further reduction is not desirable, but it is one of the only ways to deal with the City's financial problem in an equitable manner. Reductions beyond those the City has already made through its Budget Re-Focus Program will effect service delivery to the community, and service efficiencies.

The following reductions have been chosen as those having the least negative effect on the community. The choices are based on community input and comprehensive meetings and reviews with all City department heads.

The original recommended cuts were compiled by the City Council Finance Committee. Upon reviewing the Finance Committee's recommendations, the City Council made further cuts of \$8,000 in expenses for meetings and memberships. The City Council also removed the recommendation of combining the positions of Community Relations Representative with Crime Prevention Specialist. This alternative will be reviewed with the preparation of the fiscal year 1992/93 budget, and could result in an additional \$60,000 savings.

SUMMARY OF SERVICE REDUCTIONS BASED ON COMMUNITY INPUT

Here is a line item summary of service reductions. Details of each reduction and its projected impact on the community are shown on the following pages.

DEPARTMENT/SERVICE REDUCTIONS	AMOUNT
City Manager Department	
Eliminate Three Issues of City News	\$23,748
Development Department	
Reduce Staff Training	12,223
Engineering & Transportation Department	
Part-time Employee Reduction	25,000
Eliminate Overtime	15,000
Eliminate Part-time Typist Clerk	12,000
Reduce Full-time Typist Clerk to Part-time	20,000
Reduce Other Services	30,000
Finance Department	
Reduce Sr. Account Clerk Position to Part-time	30,600
Library Department	
Eliminate Furniture and Equipment Replacement	23,576
Preserve Maintenance Aide through Fees	8,170
Reduce Book and Media Acquisitions	13,385
Personnel Department	
Eliminate Use of Professional Testing Services	16,656
Planning & Building Department	
Eliminate Zoning Administrator Position	73,835
Police Department	
Eliminate Two Part-time Parking Aides	29,556
Seek Alternative Funds for Abandoned Vehicle Program	49,375
Public Works Services Department	
Eliminate One Supervisor	75,563
Recreation/Human Services Department	
Reduce Sentinel from Six to Four Issues	2,000
Reclassify Principal Recreation Leader (Adult Sports)	16,000
Eliminate Sunday Swim at Washington and Farrelly Pools	6,000
Non-Departmental Reductions	
Reduce Funds for Meetings and Memberships	<u>8,100</u>
Total Reductions for Fiscal Year 1992-93	\$490,787

DETAILS AND IMPACTS OF SERVICE AND EXPENDITURE REDUCTIONS

The following reductions or eliminations will achieve more than 3% savings in ongoing expenses:

CITY MANAGER'S DEPARTMENT

Eliminate Three Issues of the City Newsletter

IMPACT: The City Newsletter, a major public information medium for the City, will be reduced from five issues per year to two issues per year. Before the last year's Budget Re-Focus, the City Newsletter was published and distributed six times each year. **(\$23,748)**

DEVELOPMENT DEPARTMENT

Eliminate Organizational and Staff Development Programs

IMPACT: Eliminates programs to improve work processes, communication and improve productivity. Also eliminates funds for on-going professional training of staff in development-related areas. **(\$12,223)**

ENGINEERING & TRANSPORTATION DEPARTMENT

Reduce Part-Time Employees

IMPACT: Reduces by more than 50% part-time hours for seasonal assistants. These positions provide in-house drafting assistance for professional engineering staff engaged in the Capital Improvement Program and assist in responding to citizen traffic requests. These cuts will eliminate the annual updating of base maps, create a two month delay for a response to citizen traffic requests, and create significant delays for drafting services related to Capital Improvement Program projects. **(\$25,000)**

Eliminate Overtime for Non-Management Personnel

IMPACT: Non-management personnel working beyond the normal eight-hour work day will no longer be compensated with paid over-time. Alternative compensation methods will have to be considered to compensate employees for activities such as weekend traffic surveys, attendance at Homeowner's Association meetings, Town Hall meetings, etc. which occur outside the normal work day. **(\$15,000)**

Eliminate One Part-Time Clerk-Typist and Reduce One Full-Time Clerk-Typist to Part-Time

IMPACT: Will result in delays in clerical support for capital projects, special reports and projects assigned to management staff. Will result in delays in meeting deadlines, schedules for written products from capital project managers and traffic engineers. This reduction in clerical support will require managers to do word processing and other activities normally assigned to the full-time Clerk Typist. **(\$32,000)**

Reduce other services and supplies (\$30,000)

FINANCE DEPARTMENT

Eliminate Senior Account Clerk Position — Replace with Part-Time Account Clerk

IMPACT: Curtails the department's ability to provide timely account analysis for other departments; delays audit delivery by one full month; eliminates central stores inventory; reduces cashier window hours to 9AM - 4PM. Purchase requisition input must be performed at the department level. **(\$30,600)**

LIBRARY DEPARTMENT

Eliminate Furniture and Equipment Replacement Program

IMPACT: As equipment and furnishings deteriorate, the quality of the Library will decline and ultimate replacement costs will be higher as needed replacements are deferred. **(\$23,576)**

Preserve Maintenance Aide through Fees

IMPACT: The use of Library meeting rooms on Friday and Saturday evenings and during the day on Sunday will require a fee to pay for the required custodial staff. This required new fee will impact approximately 100 meetings involving 12,000 people per year. Fees for meetings during non-business hours at the Library will result in the preservation of one part-time Maintenance Aide position. **(\$8,170)**

Reduce Book and Media Acquisitions

IMPACT: Results in fewer purchases of large print books, paperback books, fewer leased best sellers, books on tape, videos, compact discs and audio cassette for the collection. Corresponding reductions will occur in funds allocated for bookmending and the theft reduction program. Patrons wishing to borrow large print books will be placed on a state-wide waiting list and be forced to rely upon private donations of used books and non-book media materials. (\$13,385)

PERSONNEL DEPARTMENT

Eliminate Funds for Professional Testing Services

IMPACT: With the loss of these funds, outside resources will not be available to assist with personnel recruitments. Selected positions will take approximately 30 days longer to be filled. (\$16,656)

PLANNING AND BUILDING DEPARTMENT

Eliminate Zoning Administrator

IMPACT: May reduce effectiveness of new Zoning Code due to a lack of consistent and ongoing implementation and enforcement. Delays may occur in processing zoning determinations, variances and other administrative matters. (\$73,835)

POLICE DEPARTMENT

Eliminate Two Part-Time Parking Aides

IMPACT: Reduces remaining parking control personnel complement by one-half. Parking enforcement will be eliminated in all areas outside the downtown area. (\$29,556)

Seek Alternative Funds for Abandoned Vehicle Program

IMPACT: Requests have been made to Alameda County to finance or replace the abandoned vehicle program currently funded by the General Fund. If such funding is available, the service will continue unaltered. (\$49,375)

PUBLIC WORKS SERVICES DEPARTMENT

Eliminate One Supervisor

IMPACT: This will require consolidation of the Street Tree and Park Maintenance Sections into one Section with one Supervisor. This will result in a loss of field supervision and detailed inspection of service levels provided. Special programs and services will be curtailed. Neither of these Sections has a Foreman position to assist in handling coordination of special projects and programs. The Assistant Public Works Services Director and the Administrative Aide will have to become more involved in coordination and scheduling which will impact their normal assignments. There will be a longer response time for requests for information and complaints. **(\$75,563)**

RECREATION/HUMAN SERVICES DEPARTMENT

Reduce the Sentinel Newsletter from Six Issues to Four Issues

IMPACT: Fewer publications of this newsletter announcing senior activities. **(\$2,000)**

Reclassify Principal Recreation Leader (Adult Sports) to Lower Salary Scale

IMPACT: Staff affected may prefer to quit rather than to work in reduced capacity. Less experienced staff may have to be recruited. **(\$16,000)**

Eliminate Sunday Public Swim at Washington Manor and Farrelly Pools

IMPACT: Eliminates a popular community activity. Citizens will have to seek alternative sites for public swimming. **(\$6,000)**

NON-DEPARTMENTAL REDUCTIONS

Reduce Funds Allocated for Meetings and Memberships

IMPACT: A reduction of funds in this budget activity will eliminate or severely reduce the number of meetings, conferences and seminars to be attended by the City Council and selected professional staff. **(\$8,100)**

TOTAL CITY-WIDE REDUCTIONS for Fiscal Year 1992-93

\$490,787

APPENDIX B

ALTERNATIVES TO RAISING NEW REVENUES — DETAILS AND IMPACTS OF PROJECTED 10% EXPENDITURE REDUCTIONS

If the City Council chooses not to create new sources of revenue (such as a City-wide assessment district) and not to implement any new City services, a full 10% cut in existing expenses will be needed to balance the General Fund.

10% reductions in current City expenses will balance the budget (for the next two years only), but will have a very negative impact on services the City provides to the community.

The total magnitude of 10% reductions will be in excess of \$3.7 million in service cuts. Cuts to the Police Department, alone, would eliminate 40 positions (14 full-time and 26 part-time).

The following outline of further 10% reductions is the result of preliminary reports from department heads responding to a request for across-the-board 10% cuts. This outline is not presented in order of priorities, nor is it final. The overall cuts would need to be further analyzed and evaluated before final decisions were made.

This outline does present a very real picture of the kinds of impacts that must be anticipated with a further 10% reduction of City services.

The following loss of services to the community would be necessary to achieve an across-the-board 10% reduction in expenses:

CITY MANAGER'S OFFICE — total 10% reductions = \$109,506

Eliminate Community Relations Representative

IMPACT: Reduces the City Manager's Office ability to respond to complaints and concerns of citizens and City Council Members, and to plan and implement special events (ie. community events, town hall meetings, etc.). Complaints will be handled by the remaining personnel in the City Manager's Office and concerned departments. Inquiries from City Council Members will require longer periods of time for responses. In some cases, citizens will be referred to other departments for complaint resolution. **(\$76,800)**

Eliminate Three Issues of the City Newsletter

IMPACT: The City Newsletter, a major public information medium for the City, will be reduced from five issues per year to two issues per year. **(\$23,748)**

Eliminate Microfilm Component of City Records Management Program

IMPACT: Severely limits the City's Records Management Program in terms of storage and retrieval of vital city documents. Without microfilming of City records, the City Clerk must maintain a significant number of vital records in their original form rather than utilizing space saving and efficient electronic storage medium. **(\$8,958)**

DEVELOPMENT DEPARTMENT — total 10% reductions = \$12,223

Eliminate Organizational and Staff Development Programs

IMPACT: Eliminates programs to improve work processes, communication and improve productivity. Also eliminates funds for on-going professional training of staff in development-related areas. **(\$12,223)**

ENGINEERING & TRANSPORTATION DEPARTMENT — total 10% reductions = \$163,230

Eliminate All Part-Time Employees

IMPACT: Eliminates two part-time Maintenance Aide positions and three part-time Seasonal Assistants. These positions provide in-house drafting assistance for professional engineering staff engaged in the Capital Improvement Program and assist in responding to citizen traffic requests. These cuts will eliminate the annual updating of base maps, create a two month delay for a response to citizen traffic requests, and create significant delays for drafting services related to Capital Improvement Program projects. **(\$40,230)**

Eliminate Overtime for Non-Management Personnel

IMPACT: Non-management personnel working beyond the normal eight-hour work day will no longer be compensated with paid over-time. Alternative compensation methods will have to be considered to compensate employees for activities such as weekend traffic surveys, attendance at Homeowner's Association meetings, Town Hall meetings, etc. which occur outside the normal work day. **(\$15,000)**

Eliminate One Engineering Aide

IMPACT: Reduces professional engineering staff available in the Land Development Division to work with private developers and property owners. This work will be absorbed by remaining engineering personnel and will result in delays in providing engineering information and assistance to the development community. **(\$46,000)**

Eliminate One Part-Time Clerk-Typist and Reduce One Full-Time Clerk-Typist to Part-Time

IMPACT: Will result in delays in clerical support for capital projects, special reports and projects assigned to management staff. Will result in delays in meeting deadlines, schedules for written products from capital project managers and traffic engineers. This reduction in clerical support will require managers to do word processing and other activities normally assigned to the full-time Clerk Typist. **(\$32,000)**

Other services and supplies (\$30,000)

FINANCE DEPARTMENT — total 10% reductions = \$102,000

Eliminate Accountant

IMPACT: Substantially reduces department's ability to provide expenditure control analysis for other departments. Will result in: delayed end year closing and audit delivery by two full months; reduction of internal review of franchise fees, concessionaire rental income statements, utility, property and transfer tax remittances; reduced assistance in the preparation of the annual budget; reduced dog license enforcement; elimination of financial review by independent auditors on concessionaires. The State Controller Financial Transactions and Street Reports will have to be contracted out. Purchase requisition input must be performed at the department level. The reduction in staff will require closing the cashier window at 4 PM and will eliminate central stores inventory. **(\$65,000)**

Eliminate Duplicating Services Clerk

IMPACT: Eliminates: duplication service (including agenda), hand deliveries (including agenda), central stores inventory, and distribution of hard copy expenditure reports. Reports will be available through on-line computer inquiry only. **(\$37,000)**

FIRE DEPARTMENT — total 10% reductions = \$742,488

Close Fire Station #2 - Eliminate 3 Captains, 3 Engineers, and 3 Firefighters

IMPACT: The closing of Fire Station #2 and Placing Engine #2 out of service will reduce the number of Engines from six to five. The two nearest fire stations (Station #1 and Station #3) will assume response duties for District #2. Response times will increase from one to five minutes to receive the first due Engine in District #2. Overall service to the community will be directly effected by reducing the number of Engines available to respond to Fire, Medical, and Hazardous Materials calls. Placing the Engine out of service will also significantly increase our response times on simultaneous calls. Additionally we will no longer have the flexibility to provide specific ongoing training, public education programs, disaster preparedness training, and several other essential day to day operations. **(\$640,488)**

Eliminate Disaster Preparedness Position

IMPACT: The City's Comprehensive Disaster Preparedness Program will be reduced to the minimal level of prior years of monitoring the E. O. C. function and the employee disaster preparedness orientations. All other existing disaster programs and programs in development will be eliminated; including the implementation of the Business Disaster Planning function; Schools Disaster Planning Forum; close cooperation with earthquake hazard research agencies; community outreach and education; and the development of new disaster preparedness programs. **(\$102,000)**

LIBRARY DEPARTMENT— total 10% reductions = \$156,448

Reduce All Branch Library Operating Hours

IMPACT: All branch libraries will be closed during the morning hours. Mulford-Marina Branch and South Branch Libraries will be reduced to operating only three days per week. Manor Branch will be limited to operating two evenings per week and the South and Mulford-Marina Branches will be open only one evening per week. This reduction in hours will result in the elimination of one full-time Senior Library Assistant, and one part-time Librarian. (\$49,863)

Eliminate Furniture and Equipment Replacement Program

IMPACT: As equipment and furnishings deteriorate, the quality of the Library will decline and ultimate replacement costs will be higher as needed replacements are deferred. (\$23,576)

Eliminate Free Usage of Library Meeting Rooms

IMPACT: The use of Library meeting rooms on Friday and Saturday evenings and during the day on Sunday will require a fee to pay for the required custodial staff. This required new fee will impact approximately 100 meetings involving 12,000 people per year. Prohibiting free meetings during non-business hours at the Library will result in the elimination of one part-time Maintenance Aide position. (\$8,170)

Eliminate Special Programming for Children

IMPACT: Eliminates five popular children's programs offered by the Library, leaving only the Story Hour and Summer Reading Program. Last year these five programs were attended by 14,000 children. Elimination of these programs will require a reduction in working hours for one part-time Librarian. (\$9,229)

Eliminate Music in the Summer Air Program

IMPACT: This action will eliminate the last summer program offered for adults by the Library. (\$4,200)

Reduce Periodicals Acquisitions

IMPACT: This reduction will severely limit the number of periodicals available to the public from the Library. In addition to periodicals acquisitions being reduced by 10%, also eliminated will be the microfilm index and microfilm editions of a major regional newspaper. Patrons relying on these items for research will be forced to go to another library out of the city. (\$2,900)

Reduce Book and Non-Book Media Acquisitions

IMPACT: Results in fewer purchases of large print books, paperback books, fewer leased best sellers, books on tape, videos, compact discs and audio cassette for the collection. Corresponding reductions will occur in funds allocated for bookmending and the theft reduction program. Patrons wishing to borrow large print books will be placed on a state-wide waiting list and be forced to rely upon private donations of used books and non-book media materials. (\$27,385)

Eliminate Clerk-Typist

IMPACT: Elimination of this position will leave the administration of the Library Department without clerical support. In order to support the department's administrative functions, the full-time Clerk-Typist position would be replaced with a part-time Clerk-Typist at a cost of approximately \$10,000. (\$31,127)

PERSONNEL DEPARTMENT — total 10% reductions = \$55,518

Eliminate Personnel Analyst

IMPACT: Recruitment for vacant positions in other departments will experience an additional delay of approximately two to three months for completion. In addition, the Personnel Department will no longer be able to staff the Employee Suggestion Program, the City Employee Development (Training) Program, and the monitoring of unemployment claims. In addition, this will severely restrict the management of workers' compensation claims. (\$55,518)

PLANNING AND BUILDING DEPARTMENT — total 10% reductions = \$223,496

Eliminate Zoning Administrator

IMPACT: Will reduce effectiveness of new Zoning Code due to a lack of consistent and ongoing implementation and enforcement. Significant delays will occur in processing zoning determinations, variances and other administrative matters. (\$94,007)

Eliminate Training for Planning Commission & BZA - Planning Commission Institute

IMPACT: This will result in decreased quality, consistency and effectiveness of Planning Commission and BZA determinations. (\$6,400)

Eliminate the Annual Target Neighborhood Preservation Program

IMPACT: Eliminates opportunity to focus cleanup/education efforts in specific neighborhoods. (\$2,000)

Eliminate Engineering Aide - Planning Division

IMPACT: Planners will be required to take on additional, lower level work. Reduces counter availability of Planners, and will force closing Planning counter approximately one day per week. Significantly reduces ability to review new business license applications for zoning compliance. Eliminates ability to provide graphics and visual material at PC, BZA and CC meetings. **(\$45,400)**

Eliminate Building Inspector - Building Division

IMPACT: Inspection response time will be significantly lengthened. Remaining staff will only respond to health safety complaints. Complaints such as illegal occupancy, debris and construction noise will not be pursued. Reduction in availability of staff for projects such as automation, training and availability to answer questions from the public. **(\$57,300)**

Other services and supplies (\$18,389)

POLICE DEPARTMENT — total 10% reductions = \$908,661

Eliminate Two Animal Control Officers and One Clerk-Typist

IMPACT: Eliminates all city-operated animal control services. Police Department personnel will respond only to animal related emergencies constituting an immediate hazard to public safety. **(\$157,506)**

Eliminate Community Services Officer (Abandoned Vehicle Abatement)

IMPACT: Abatement and processing of abandoned vehicle related calls will be all but eliminated. Abandoned vehicle activities will be transferred to remaining patrol and traffic officers, as calls for service permit. **(\$49,375)**

Eliminate Two Part-Time Parking Aides

IMPACT: Reduces parking control personnel by one-half. Parking enforcement will be eliminated in all areas outside the downtown area. **(\$29,556)**

Eliminate Police Service Aide - Records

IMPACT: Reduces public counter service at the Police Department and will create significant delays in the input of ongoing criminal investigation data into the automated police records system. **(\$43,125)**

Eliminate City Switchboard Operator

IMPACT: Eliminates central telephone answering point for in-coming calls to the City. Also will result in the further reduction and delay of criminal investigation data entry into automated systems. **(\$40,118)**

Eliminate Police Service Aide - Evidence Technician

IMPACT: Will curtail the department's ability to gather and process criminal evidence and recovered property in a timely fashion. Victims will experience a delay in the return of recovered property and evidence from criminal cases will have to be sent to the Alameda County Sheriff's Crime Lab for processing. This will result in delays in case preparation and prosecution as well as significant additional costs for the County to provide evidence related services. **(\$45,281)**

Eliminate Administrative Specialist - Crime Prevention

IMPACT: Loss of this position will result in the elimination of the Neighborhood Watch program and other crime prevention outreach programs in the community and schools. **(\$60,211)**

Eliminate Police Service Aide - Crime Analysis

IMPACT: Results in the loss of in-house technical support for the Police Department automated systems. These systems will no longer be properly supported and they will no longer be used to their maximum potential as investigative tools. In addition, this position provides back-up support for Communications Center personnel during peak periods of activity, the absence of which will cause delays in answering or dispatching calls for police services, which have increased 21% in 1991 over 1990. **(\$47,438)**

Eliminate Administrative Specialist - Traffic Accident Investigation

IMPACT: Will severely delay the timely investigation and prosecution of traffic accidents and criminal cases. The responsibility for accident follow-up investigations, interviews, evidence management etc. will be shifted to remaining sworn personnel in the Traffic Division. In addition, this position is responsible for the day-to-day supervision and administration of the City's Crossing Guard program. These duties will have to be assumed by remaining sworn personnel in the Traffic Division. These changes will demand the daily removal of sworn personnel out of the field in order to accomplish these added tasks. **(\$60,211)**

Eliminate School Crossing Guard Program

IMPACT: Results in the elimination of 24 school crossing guards which are assigned to specific intersections during the school year. **(\$168,966)**

Eliminate Three Police Officers

IMPACT: The loss of these three police officers will result in the elimination of the Tactical Unit. Most special enforcement activities will be eliminated. Others may be shifted to the beat officers as calls for service allow or accomplished on an overtime basis. This option will require reducing the beat structure in order to respond to ongoing tactical problems, such as bank robberies, etc. **(\$206,874)**

PUBLIC WORKS SERVICES — total 10% reductions = \$340,451

Eliminate One Parks Maintenance Worker and One Part-time Maintenance Aide

IMPACT: Closes three swimming pools - Farrelly, Boy's Club and Washington Manor. The residents of San Leandro will not have a City-operated pool for open swimming, swimming lessons and other recreational swimming activities. Closure of these pools for an extended period with no maintenance will result in deterioration of the facilities and some capital cost if the pools were to be reopened in better economic times. **(\$109,654)**

Eliminate One-and-a-half Park Maintenance Positions

IMPACT: Will close San Leandro Ballpark and cease adult softball play at Pacific Sports Complex and Thrasher Park. Currently, there are not adequate ball fields to handle the youth sports teams in San Leandro and the loss of the Ballpark will have a significant impact on youth sports. The Adult Softball Leagues are also very popular and will be a major loss to San Leandro's Recreation Program. **(\$91,977)**

Eliminate One Supervisor

IMPACT: This will require consolidation of the Street Tree and Park Maintenance Sections into one Section with one Supervisor. This will result in a loss of field supervision and detailed inspection of service levels provided. Special programs and services will be curtailed. Neither of these Sections has a Foreman position to assist in handling coordination of special projects and programs. The Assistant Public Works Services Director and the Administrative Aide will have to become more involved in coordination and scheduling which will impact their normal assignments. There will be a longer response time for requests for information and complaints. **(\$75,563)**

Eliminate One Refuse Collector from the Street Cleaning Section

IMPACT: Will eliminate the City's litter container program. The removal of all street litter containers in the City will result in more litter on the streets. The loss of this position will also impact the Leaf Removal Program since there will be one less person to assist in leaf removal. **(\$63,257)**

RECREATION-HUMAN RESOURCES DEPARTMENT — total 10% reductions = \$128,406

Reduce the Sentinel Newsletter from Six Issues to Four Issues

IMPACT: Fewer publications of this newsletter announcing senior activities. **(\$2,000)**

Reduce Miscellaneous Program Supplies by 10%

IMPACT: Reduction in the quality and quantity of program supplies. **(\$5,500)**

Change Classification of Sports Official to Lower Salary Scale

IMPACT: Staff affected may prefer to quit rather than to work in reduced capacity. Less experienced staff may have to be recruited. **(\$16,000)**

Reduce Park Attendant Hours for Covering Park Reservations

IMPACT: Will make it less convenient for people to reserve picnic sites. **(\$2,322)**

Eliminate Sunday Public Swim at Washington Manor and Farrelly Pools

IMPACT: Eliminates a popular community activity. Citizens will have to seek alternative sites for public swimming. **(\$6,000)**

Reduce After-School Playground Program from 5 Days to 3 Days per Week

IMPACT: Eliminates two days per week of supervised after-school recreation activities. **(\$16,000)**

Eliminate Administrative Secretary

IMPACT: Recreation and Park Commission/Human Resources Commission will be combined into one Commission. Clerical support for managers will be significantly reduced. Remaining staff will be forced to assume miscellaneous department support functions. **(\$46,350)**

Eliminate Senior Recreation Supervisor

IMPACT: Eliminates position responsible for Aquatics, Senior Programs and Special Events. Remaining Senior Supervisor will assume the majority of former staff's functions. Remaining Recreation Supervisor will assume additional responsibilities. This reduction will require hiring a minimum of two part-time Recreation Coordinators to provide assistance to the Senior Supervisor and Recreation Supervisor. **(\$67,980)**

Other supplies and services (\$33,746 added to department budget)

NON-DEPARTMENTAL ACTIVITIES — total 10% reductions = \$63,200

Reduce Funds Allocated for Meetings and Memberships

IMPACT: A reduction of funds in this budget activity will eliminate or severely reduce the number of meetings, conferences and seminars to be attended by the City Council and selected professional staff. **(\$8,100)**

Reduce Community Promotion/Community Assistance Funds

IMPACT: Reduction of these funds will have an impact on those social service agencies and other community organizations who rely upon the City to provide funding in support of their programmatic activities. These organizations will be forced to seek alternative sources of funding and/or cutback on their activities. **(\$21,500)**

Eliminate Funds for Special Non-Departmental Services

IMPACT: Elimination of these funds will result in the termination of use of a sales tax consultant to assist with sales tax data collection and analysis, and the contract for city representation in Washington D.C. on Federal legislative matters having an impact on the City. **(\$33,600)**

APPENDIX C

OTHER POTENTIAL WAYS TO INCREASE REVENUES AND DECREASE EXPENSES

OTHER POTENTIAL WAYS TO INCREASE REVENUES AND DECREASE EXPENSES

City Council has instructed the City staff to explore many other options for increasing revenues and decreasing expenses. These include further service and staff reductions and other cost saving alternatives. Among the ideas to be researched are:

1. Reducing branch library hours of operation.
2. Seeking sponsors to offset the costs of the "Music in the Summer Air" program.
3. Eliminating the annual selected neighborhood clean-up program.
4. Combining activities of police service aide records and switchboard operator.
5. Reducing animal control services.
6. Alternate approaches and funding for school crossing guard program.
7. Further reducing expenditures for meetings, memberships, travel and subsistence and organization training.
8. Review Financial Plan for San Leandro's Future with City bargaining units with the goal of seeking their assistance in further reduction of expenditures.
9. Review management benefit programs to assure their adequacy and appropriateness.
10. Review adequacy of administrative approval of professional services contracts under \$15,000 (i.e. after a certain level of expenditures has been reached, City Council approval required thereafter).
11. Further reduction of City Manager's Office management staff.
12. Integration of the development function within the Planning and Building Department with the goal of retaining any effective program at reduced costs.
13. Assign existing staff budget officer/grants coordinator responsibilities.
14. Establish fees for Industrial Commercial Preservation Ordinance non-compliance.
15. Establish maintenance fees for parks.
16. Increase parking meter rates.
17. Sell parking meter advertising.
18. Develop a bus stop bench/shelter advertising program.
19. Explore feasibility of maintaining golf courses by private contract (Golf Course Enterprise Fund).
20. Establish fees for fire department inspections.
21. Establish a voice mail system with sale of advertising as appropriate.

22. Explore alternate approaches to providing emergency ambulance services.
23. Explore possibility of increasing revenue from pay phones located on City property.
24. Continue to review and recommend adjustments to all City fees.
25. Develop a program to issue dog licenses through veterinarians.
26. Develop a residential resale inspection program.
27. Explore an industrial/commercial property resale sign fee program.
28. Establish a fee schedule for Community Library Center meeting room use.
29. Explore feasibility of combining the positions of Community Relations Representative with Crime Prevention Specialist.

APPENDIX D

COMMUNITY SURVEY RESULTS

OUTSTANDING RESPONSE TO COMMUNITY SURVEY

Over 4,200 members of the community took the time to respond to the City's Community Survey in November.

The primary goals of the survey were to identify:

- ways to eliminate next year's projected \$2.1 million deficit.
- areas to reduce City expenditures
- essential new services to consider.

The survey was distributed to more than 34,000 households and businesses in San Leandro, and more than 12% responded. Usually, fewer than 5% of the people respond to a written survey.

That high rate of response indicates how important the issues of city services and San Leandro's ongoing prosperity are to the members of the community.

The high rate of response also gave the City Council a significant amount of valuable, current information and guidance from the community regarding ways to deal with the City's impending deficit situation.

Highlights from the survey include:

74% satisfaction rating

74% of the respondents are very satisfied or somewhat satisfied with the quality of services the City of San Leandro is currently providing to the community.

Services to increase

There is a strong desire for business growth and expansion. People said the City should do more to encourage:

- New quality businesses to replace businesses that have left — 35%
- New retail and commercial growth — 33%
- With the exception of Police Protection, all other services received less than 20% support for an increase.

San Leandro Community Needs Survey

November 1991

Tell your City Council what you think about these issues.

Quality of Community Services

1. Generally speaking, how satisfied are you with the quality of services the City of San Leandro is currently providing to the community?

Very satisfied	31%
Somewhat satisfied	43%
Somewhat dissatisfied	10%
Very dissatisfied	4%
No opinion	12%

Should We Make More Cuts?

2. In the next several months, the San Leandro Council will be facing the City's most important financial decision of many years. It is clear that long-term financial health cannot be achieved with a year-to-year quick fix or band-aid approach. Facing a \$2.2 million deficit in the next fiscal year, the Council may have to raise fees and assessments, or reduce City services, or do both. If cuts must be made, please indicate your preferences for services that could be reduced or eliminated, as well as those that should not be cut. Please mark one answer for each service listed below.

Specific City Services	Should Increase Service	Do Not Reduce	Maybe Reduce or Eliminate	Definitely Reduce or Eliminate	No Opinion
a. Parks and pools maintenance	4%	52%	27%	7%	10%
b. Traffic enforcement	10%	63%	16%	5%	7%
c. Animal control	4%	47%	32%	8%	9%
d. Street sweeping and litter control	8%	53%	26%	7%	7%
e. Annual residential debris pick-up	8%	39%	27%	21%	6%
f. Leaf removal services	4%	23%	38%	25%	10%
g. Fire protection	11%	79%	3%	1%	5%
h. Encouraging new retail and commercial growth	33%	30%	17%	11%	9%
i. Enforcing uniform building & safety standards	10%	55%	20%	6%	10%
j. Assuring quality planning and development	9%	46%	24%	9%	11%
k. Library services	6%	65%	17%	4%	7%
l. Recreation programs and services	6%	40%	35%	11%	8%
m. Police protection	24%	67%	3%	1%	4%
n. Street maintenance	8%	66%	17%	3%	6%
o. Sidewalk maintenance	8%	53%	26%	7%	7%
p. Street tree planting and maintenance	6%	28%	40%	18%	7%
q. Improving landscaping along streets/medians	5%	23%	43%	23%	7%
r. Undergrounding overhead utility wires	10%	24%	31%	25%	10%
s. Assuring the upkeep of commercial and residential properties	9%	45%	26%	12%	9%
t. Improving cultural opportunities and facilities in the City	5%	22%	36%	27%	9%
u. Building new recreational facilities	6%	18%	35%	33%	9%
v. Disaster/earthquake preparedness programs	11%	47%	22%	12%	8%
w. Seismic retrofitting essential civic buildings for earthquake preparedness	9%	45%	22%	13%	10%
x. Emergency medical services provided by Fire Dept.	14%	74%	5%	2%	5%
y. Crime prevention programs and education	18%	60%	12%	4%	6%
z. Street lighting	13%	68%	10%	2%	8%
aa. Encouraging new quality businesses to replace businesses that have left (i.e. on E. 14th)	35%	34%	14%	7%	9%

Do not reduce certain services

The message was loud and clear that most people think the City should not reduce most services. 19 of the 27 specific city services listed were selected by 50% or more of the respondents to not reduce (or to increase). Six specific areas were chosen by 65% or more as areas to definitely not reduce:

- Fire protection — 79%
- Emergency medical services provided by the Fire Department — 74%
- Street lighting — 68%
- Police protection — 67%
- Street maintenance — 66%
- Library — 65%

What Needs More Attention?

3. In your opinion, what is the number one problem facing the City of San Leandro today?

SEE ARTICLE

4. (a) What services would you like to see the City add or spend more on?

SEE ARTICLE

(b) Would you be willing to pay extra to add or improve these services?

Yes 52%
No 48%

Plans for Dealing with a Deficit

5. There are three basic alternatives the City Council can adopt to address the financial problem. Please prioritize these alternatives by putting a "1" in the space next to your favorite, a "2" next to your second favorite alternative, and a "3" next to your least favorite.

- a. Preserve the existing services through a moderate assessment to every business and household in the community. 30%
- b. Cut some existing services, and adopt a minimal assessment to every business and household in the community. 43%
- c. Cut many existing services to the community. 27%

6. If the City Council decides to moderately reduce some services, maintain essential services, and add some essential programs (i.e. disaster preparedness) for the community, how much would you be willing to pay to support this approach?

	Will Support	Maybe Support	Will Not Support	Don't Know
a. \$10 to \$12 per month	<u>16%</u>	<u>8%</u>	<u>62%</u>	<u>14%</u>
b. \$8 to \$10 per month	<u>16%</u>	<u>10%</u>	<u>60%</u>	<u>14%</u>
c. \$6 to \$8 per month	<u>22%</u>	<u>15%</u>	<u>50%</u>	<u>14%</u>
d. \$4 to \$6 per month	<u>34%</u>	<u>17%</u>	<u>37%</u>	<u>12%</u>
e. \$2 to \$4 per month	<u>47%</u>	<u>16%</u>	<u>25%</u>	<u>11%</u>
f. \$0 per month	<u>59%</u>	<u>6%</u>	<u>21%</u>	<u>14%</u>

Written Comments

Many written comments were received. The comments were varied and diverse, ranging from complaints, to memories of the good old days, to very thoughtful suggestions for improvements.

Some common themes emerged. When asked about problems facing the City, many people expressed concern about:

- preserving the quality of life in San Leandro
- deteriorating downtown areas and abandoned businesses and stores
- crime, drugs, traffic and overcrowding of schools
- riff raff and undesirables coming from out of town to stir up trouble
- too many apartments in the City

People seem very concerned about maintaining a "quality community".

There were a number of requests for curbside recycling and more recreational facilities for teens and children.

Senior citizens expressed concern over safety.

Many hoped for more businesses that would create more jobs in the community.

Comments included:

"Hold the line! If we can't afford the services, reduce some."

"Better downtown parking."

"I feel San Leandro does its best to serve the community, but our major problems are drugs and crime. Money should be spent on important matters."

"I would agree to any services that would make the city a more desirable place to live."

"We are thankful for the service and response the city offers. Nice community and we hope it stays that way. The children deserve the best, so maintain good educational facilities."

"Maintain the Library and its services for adults and children."

"Thanks for the Survey...We appreciate this chance to have input in this process."

Few desirable cuts or reductions

Only six services were chosen by 50% or more as possible areas where residents are willing to cut or reduce services:

- New recreational facilities — 68%
- Improving landscaping — 66%
- Improving cultural opportunities and facilities in the City — 63%
- Leaf removal service — 63%
- Tree planting and maintenance — 58%
- Undergrounding utility wires — 56%

73% support for assessments

73% total showed support for paying an assessment to maintain most city services and eliminate the deficit. 43% of that total suggested that assessments be coupled with some cuts in service.

Willingness to pay

51% of all respondents showed support ("will support" or "maybe support") for assessments of \$4 to \$6 per month.

What now?

The City Council has reviewed public input from this survey very carefully, and members also met directly with almost 300 citizens who attended two nights of Public Workshops on November 20 and 21. As a direct result of this public input, the Council has developed a plan that takes into account the wishes of the community — and eliminates the deficit situation.

Details are on the following pages.

APPENDIX E

SUMMARY OF REVISIONS TO THE FINANCIAL PLAN FOR SAN LEANDRO'S FUTURE

These charts show summaries of the City Manager's Original Recommendation vs. the City Manager's Revised Recommendation Based on Community Input vs. the City Council's Plan

	Original City Manager's Plan FY 92-93	Revised per Community Input FY 92-93	Revised per City Council FY 92-93
Maintaining Essential City Services Program			
Wage Freeze	0	0	0
Reduced Annual Depreciation	200,000	250,000	250,000
Service Reductions/Eliminations	400,000	400,000	490,787
Assessment District	2,100,000	1,700,000	1,609,213
CIP Restoration	0	0	0
Economic Uncertainty Reserve	(500,000)	(150,000)	(150,000)
Additional Debris Pick-up	(163,100)	0	0
Improved Street Sweeping/Leaf Removal	(197,891)	0	0
City-wide Landscaping Improvements	(474,000)	(150,000)	0
Employee Emergency Training	(33,000)	0	0
Sign Code Enforcement	(61,591)	0	0
Continuation of URMB Assistance	(68,000)	0	0
Industrial Commercial Preservation Inspector	(61,591)	0	0
Community Standards - Clerical	<u>(33,595)</u>	<u>(17,000)</u>	<u>(17,000)</u>
Assessment Unit/Month	7.57	4.45	3.87
 Disaster Preparedness Program			
Additional Disaster Preparedness Staff	(60,000)	(60,000)	(60,000)
Neighborhood Emergency Preparation Training	(81,000)	(81,000)	(81,000)
Emergency Power Improvements	(62,250)	0	0
Seismic Retrofit	(530,000)	(104,000)	(104,000)
800 MHz Radio System	(120,000)	(120,000)	(120,000)
Disaster Arks - Capital	(40,000)	(40,000)	(40,000)
- Operation & Maintenance	(10,000)	(10,000)	(10,000)
New Emergency Operation Center - Capital	(166,100)	(166,100)	0
- Operation & Maintenance	(7,500)	(7,500)	0
Mobile Communication Center - Capital	(14,600)	(14,600)	(14,600)
- Operation & Maintenance	(12,000)	(12,000)	(12,000)
TIS, Sirens, RACES - Capital	(14,000)	(14,000)	(14,000)
- Operation & Maintenance	<u>(9,500)</u>	<u>(9,500)</u>	<u>(9,500)</u>
Assessment Unit/Month	2.69	1.52	1.11
 Total Assessment Unit/Month	10.26	5.97	4.98

PART V

CONCLUSION

The information contained in this report conveys to interested members of the community an overview of the City's financial future. The report gives the reader an opportunity to examine the City's financial condition and a number of the options to deal with that condition. The City has worked very hard over the past five years to "make do" and act as prudently as possible with dwindling revenues. The decisions the City Council makes through adoption of the Financial Plan for San Leandro's Future will set the future course for the City.

At stake is the way of life the community has enjoyed over many years. Continuing major cuts in the City's programs will negatively affect the community and make it a less desirable place to live. On the other hand, raising revenues through an assessment district may create community resistance. It is only through considered evaluation, reflection, and public participation that the answers to these dilemmas will emerge.

During these deliberations, the important facts to remember are:

- that the City may not ignore its financial situation
- that the community and businesses in the community will be affected by whatever decisions the City Council makes, and
- that future generations will view these decisions as pivotal to the City.

If respect, trust, and commitment to a solution govern these deliberations, they will produce a solution that will meet the needs of the community and withstand the test of time.

EXECUTIVE SUMMARY OF THE FINANCIAL PLAN FOR SAN LEANDRO'S FUTURE

PROPOSED ACTIONS FOR BALANCING THE GENERAL FUND FEB 6 1991

UNIVERSITY OF CALIFORNIA

■ Expenditure Reductions

- | | Impact |
|--|---------------------------------|
| • A one time, one year employee wage freeze | Saves \$1.6 million/year |
| • Reduction or elimination of specific services to reduce the on-going operating budget by more than 3% over five years | Saves \$1.6 million/year |
| • A reduction in annual depreciation and purchase commitments for information management, data processing equipment, and vehicle fleet | Saves \$250,000/year |

■ Meeting Additional City Needs

- | | |
|--|--------------------------------------|
| • Restoration of the City's Capital Improvement Program funding commitment | Adds \$500,000/year |
| • Establishing a \$2 million Reserve for Economic Uncertainties | Adds \$1 million over 4 years |

■ New Revenues

- | | |
|---|--|
| • Creation of a City-wide Assessment District | Raises \$1.6 million/year
Costs \$3.87 per parcel
per month |
|---|--|

NEW CITY-WIDE PROGRAMS

■ Disaster Preparedness Programs

	Yearly Cost	Monthly Per Parcel
• Additional Disaster Preparedness Staff	\$60,000	.14
• Neighborhood Emergency Preparation and Training	81,000	.19
• Seismic Retrofit of Essential Civic Buildings	104,000	.25
• Public Safety 800 MHz Radio System	120,000	.29
• Neighborhood Disaster Supply and Equipment Program	50,000	.12
• Mobile Communications Center	26,600	.06
• Emergency AM Radio Station, Sirens and HAM Radios	23,500	.06
	\$466,000	\$1.11

■ Industrial/Commercial Preservation and Sign Code Enforcement

**\$140,000 funded by increased
Business License fees**

TOTAL monthly assessment (to balance the General Fund and pay for new programs): \$4.98

CITY OF SAN LEANDRO

PROPOSED ASSESSMENT DISTRICTS

January 13, 1991

The City of San Leandro is considering the formation of an Essential Facilities and Services Assessment District, and a Disaster Preparedness Assessment District. These districts would be formed under the authority of the City's charter based upon ordinances to be approved by the City Council. If formed, these districts will fund facilities and services provided by the assessment districts. The following is information on the proposed assessment districts.

Why does the City need to form these districts?

The City of San Leandro is facing a major budget deficit in the City's General Fund. Revenue from sales tax and property tax is declining, and federal and state revenues to cities have dried up. Projections for next fiscal year anticipate a \$2.2 million General Fund deficit. The proposed assessment districts are only one component of the Financial Plan for San Leandro's Future. The Plan proposes further reductions in set asides to replace equipment and vehicles. It proposes an employee salary freeze which will reduce expenditures \$1.6 million. The plan also proposes an additional \$500,000 in service and program cuts.

What services will I receive if these districts are formed?

The Essential City Services District would provide revenue needed to preserve the integrity of the General Fund and avoid a deficit by funding street lighting and traffic signals, maintenance of parks and recreational facilities, and maintenance of landscaping along City streets. The Disaster Preparedness Assessment District would provide the City with a source of funding that would be used to fund various disaster preparedness programs throughout the City.

Who is affected by these assessments?

The special assessments which have been proposed will be a charge imposed on land or improvements, everyone who owns property within the City limits would be affected.

I'm a homeowner. How much will I be assessed?

A preliminary study has been completed, and based upon that study, the assessment rate per benefit unit would be \$4.98 per month. As such, a single family dwelling would be assessed \$4.98 per month. Additionally, one benefit unit would be assigned per dwelling unit for multi-family dwellings and apartments. For example, a parcel with a 100-unit apartment would be assessed 100 benefit units.

I own a business. How much will I be assessed?

The assessment by law must be levied upon the land or improvements. Therefore,

if you have a business and you own the land on which your business is located, you would be required to pay an assessment. If you have a business but you do not own the land on which your business is located, your landlord would be required to pay the assessment. If there are several businesses located upon a single parcel of land, the landowner would probably prorate the assessment between the various businesses so that each business paid its fair share of the assessments. Based upon the preliminary assessment methodology which has been developed, land which is being used for commercial purposes would be assigned benefit units based upon size. The benefit units assigned to commercial properties is proposed at eight benefit units per acre. If a parcel is .5 acres or less in size, it will be assessed four benefit units. For parcels larger than 5 acres, your assessment would increase by approximately \$4 per acre for each acre in excess of 5 acres.

Examples of what the approximate monthly assessment would be for different types of properties is shown below:

Four small stores on one .35 acre parcel	\$ 20/month (\$5 per store)
Auto Parts Store on .4 acre parcel	\$ 20/month
Convenience Store on .75 acre parcel	\$ 30/month
Restaurant on 1 acre parcel	\$ 40/month
Supermarket on 2.5 acre parcel	\$100/month
Neighborhood Shopping Center on 5 acre parcel	\$200/month
Office Park on 10 acre parcel	\$220/month
Industrial Plant on 5 acre parcel	\$100/month
Warehouse on 10 acre parcel	\$110/month
Regional Shopping Center on 25 acre parcel	\$280/month

Parcels which are used for industrial uses, based on the land use code assigned by the Alameda County Assessor's Office, would be assessed one-half the rate of commercial property.

How will I be billed for my assessment?

If, following a Public Hearing, the assessments are adopted by the City Council, your assessment will appear on your Alameda County property tax bill.

Who do I contact for more information or if I have questions?

Rick Evans
City Manager's Office
(510) 577-3353

U.C. BERKELEY LIBRARIES



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